

BVS POC REPORT

EMPLOYMENT

1. August 25, 2022

2. BVS POC(s):

John Lesinski

Joyce Henderson

3. Service Area/Program:

Employment

4. VDVS Director/Program Manager:

Phillip Trezza, Director of Transition and Employment Programs, Virginia Department of Veterans Services

5. Mission of service area/program (i.e. what does it do?):

The Transition and Employment (T&E) Directorate houses the Virginia Values Veterans (V3) Program, the V3 Transition Program and the Military Medics and Corpsmen Program. The directorate and these programs also work with the Education directorate on initiatives related to workforce development such as Skillbridge, on the job training and apprenticeships.

Virginia Values Veterans (V3) Program:

The Virginia Values Veterans (V3) Program provides support to Virginia's employers by educating companies as to why a Veteran is their best investment and providing training to recruit, hire, and retain Veterans and Military Spouse talent in Virginia. In doing so, the V3 Program collaborates with organizations of all types to support military workforce development. This includes non-profits, localities, boards/commissions, legislative offices, educational institutions, associations, and more to become V3 Certified.

The V3 Program provides education, training, and connectivity to the Virginia military community and Veteran and military spouse talent. The V3 Program provides nationally recognized best practices in recruiting, hiring, and retaining a highly skilled, well educated, and easily trainable talent pool. V3 Certified Employers will join a highly respected field of private/public sector organizations, municipalities and localities that have committed to hiring Veterans. Any employer completing the training and certification requirements are recognized as official V3-Certified Employers and are awarded a certificate from the Governor of Virginia.

Certified employers can proudly display their V3 Certified Seal and V3 Program logo to highlight their commitment to Military Employment. Once Certified, V3 and the Transition and

Employment Directorate assist the employers to set up Skillbridge fellowships, internships, and provide guidance and assistance with DOL and GI Bill approved on the job training and apprenticeships. VDVS is a DoD approved third party Skillbridge provider.

Benefits of the V3 Certification:

- V3 Grant – Receive up to \$10,000 in grant funding yearly, with \$1,000 being awarded per eligible Veteran hired and retained for 12 months. (Employers with fewer than 300 employees, at time of grant application may qualify)
- Social Media and Marketing – Get listed on the official V3 website. In addition, employers are eligible to receive an Employer Spotlight in the agency newsletter, social media platforms and other partnerships.
- Hire Vets Now Fellowship Program – Establish a SkillBridge program that provides transitioning service members with the ability to work in a civilian job for 6-12 weeks, prior from separation from the military. The V3 Certified Employer's location serves as the service member's duty station and the Department of Defense continues to pay for the service member's salary during program participation.
- Military Medics and Corpsman (MMAC) Program – Collaborate with the MMAC Program as they support your organization with recruiting and vetting military medical personnel for job opportunities with MMAC healthcare partners.
- Transition Connection Newsletter – Share current job opportunities with over 10,000 military job seekers and military spouses bi-weekly. Employers may also highlight their organization with newsletter highlights.
- On-the-Job Training (OJT)/Apprenticeships – Establish a G.I. Bill approved OJT and Apprenticeships programs in partnership with the State Approving Agency (SAA), which affords Veterans with the ability to apply for housing, tuition, and/or education financial stipends to supplement pay while in training.
- Hire Vets Now Networking Events and other employment related events – Participate in events within their community and on military installations so that employers can engage with military affiliated job seekers.
- V3 Transition Support - The V3 Transition Program (formally known as the Virginia Transition Assistance Program (VTAP) has regionally based V3 Transition Coordinators who connect veterans, transitioning service members and military spouses to V3 Certified employers with immediate hiring needs.
- V3 Awards – Receive complimentary tickets to statewide military/workforce conference and annual V3 Awards Summit, to receive V3 Award recognition from state leadership.
- Social Media and Marketing – V3 Certified employers are listed on the official V3 website and are eligible to receive an Employer Spotlight in the agency newsletter, social media platforms and through other strategic partnerships.

- Veteran-Friendly Branding – Promote the V3 Certification Seal and other V3 Program promotional material to identify them as a member of a statewide brand that is qualified to support Veteran and military spouse workforce development.
- Virginia Department of Veterans Services (VDVS) – Awareness of and connection to the various VDVS service lines in order to provide internal support for veteran and military spouse employees. VDVS is here to ensure that your Veteran and military spouse talent are taken care of and have the benefits and resources they need and deserve.
- Supplemental Training – Continued learning through supplemental training to support military cultural competency and further awareness and connection to VDVS services as well as other community partners.
- Community Impact – V3 partners can provide support to the Virginia Veterans Foundation to further the mission of the V3 Program and/ or donate goods/services to make a community impact.

Total number of V3 Certified Employers as of 1 July 2022 – **2,019**

Total number of reported hires from V3 Certified Companies as of 1 July 2022 – **96,794**

V3 Transition Program:

The Virginia Values Veterans (V3) Transition Program, formally known as “VTAP,” offers transitioning service members and their spouses the best Virginia has to offer. By providing peer-to-peer support through the transition process, V3 Transition works alongside the transitioning service member or spouse to make referrals that address specific needs. The referral services could include, but are not limited to resume review, introduction to the Virginia Labor Market index, connection with the Virginia Values Veterans (V3) certified companies for employment, and other VDVS programs as applicable. The V3 Transition core areas of focus are those seeking employment, education, and entrepreneurship, but we will also assist those with needs outside of those three core areas. We make a commitment to customer service, and always ensure that referrals are completed with follow up from the V3 Transition staff.

Types of Services –

- Career Support
- Resume Writing Assistance
- Job Search & Networking
- Interview Preparation
- Referral to the DoD Skillbridge Program– Fellowships/Internships
- GIBill ® Education and Training Information – State Approving Agency

- Introduction to V3 Employers
- Introduction to State & Federal Benefits for Veterans
- “Port of Entry” for all programs – VVFS/Benefits/VMSDEP/SAA

The Virginia Values Veterans Transition Program in conjunction with the Virginia Chamber of Commerce is able to provide Skillbridge internships for active-duty service members through 49 employers as of March 2022.

V3 Transition Partnerships

- ✓ Boots to Suits - Boots to Suits is a clothing program for male and female Virginia veterans transitioning from military life to civilian careers. The program provides veterans with two complimentary career outfits, enabling them to look and feel their best for job interviews and non-military work environments.
- ✓ Onward to Opportunity (O2O-VCTP) - A free, comprehensive career training, certification and employment program designed to veterans with their next career in over 30 industry-recognized learning paths.
- ✓ Hire Vets Now Networking Events – Strategic partnership with the Virginia Chamber that provides networking events on Virginia military installations. HVN Networking Events provide tremendous value to both our service members and our V3 Certified Employers. 25 employers per event are able to network with service members and military spouses and VDVS staff are on hand to help facilitate networking and assist both employers and service members with growing their network as well as connection with all of the benefits and resources available with VDVS and other strategic partners and resources.
- ✓ Hire Vets Now Skillbridge - The Hire Vets Now Fellowship Program provides transitioning service members Skillbridge opportunities with V3 Certified employers offering 6-12 week internships to eligible applicants, with commander approval, up to six months prior to separation. Participation in a Skillbridge fellowship program while still serving in the military allows service members to gain marketable skills and experience and gives V3 Employers a chance to bring Veterans into their organization and train them even before they separate from service. DoD continues to pay the service member and this program is of no cost to the employer or service member.

Military Medics and Corpsman (MMAC) Program:

The Military Medics and Corpsmen Program (MMAC) provides four career pathways to careers and credentialing in civilian healthcare for veterans, transitioning service members, and military spouses with healthcare-related training and experience.

An innovative and award-winning program, MMAC is changing the way healthcare hires veterans in Virginia. After medically trained service members leave the military and transition to the civilian workforce, many face the challenge of their military healthcare experience and training not translating into civilian healthcare credentials and employment. Many are now

unemployed, underemployed, or not working in the healthcare field. On a daily basis, the MMAC Program staff directly address this challenge via effective and efficient operations, legislation, and healthcare regulatory approval - and ultimately veterans hired in healthcare.

Services offered

Program staff review participants' scope of practice to match to potential employers and send participants' resumes to those employers. Though the program does not directly provide licensure, they can assist MMAC participants by guiding them through the credentialing processes via the Virginia Board of Nursing at the Virginia Department of Health Professions. The MMAC program provides medically trained veterans with four pathways for success.

Path One: MMAC Qualified

Veterans and transitioning U.S. Army Combat Medics, U.S. Navy and U.S. Coast Guard Corpsmen, and U.S. Air Force Medical Technicians who have performed the majority of the [MMAC General Scope of Practice](#) skills within the last twelve months will be eligible to continue practicing those medical skills in a civilian healthcare setting while they gain civilian healthcare credentials and licensure. Participants are under supervision of a physician or registered nurse.

Path Two: No Veteran Left Behind

Veterans with military medical experience who do not meet MMAC qualification standards are assisted by the MMAC "No Medic or Corpsmen Left Behind" pathway. The MMAC program assists all medically trained veterans with resume writing, mentorship, and connection with healthcare and non-healthcare companies that have been certified by [Virginia Values Veterans](#) (V3). Virginia-based companies can become V3-certified by following certain veteran-friendly standards of practice.

Path Three: Healthcare Leadership

Some veterans spend many years in the military and gain management experience or complete advanced degrees. The MMAC program helps veterans find civilian healthcare employment in areas such as safety, supply chain, infrastructure, and information technology.

Path Four: Military Spouses

The MMAC program helps military spouses find employment at MMAC Partner Healthcare Systems and V3-certified healthcare employers.

As the first and only program of its type in the nation, one element that makes the MMAC program unique and effective is the MMAC-Qualified career pathway. This pathway focuses on recently discharged veterans who served as Army Medics, Navy/Coast Guard Corpsmen, or Air Force Medical Technicians. Memos of Agreement are in place with **20 major healthcare systems across the Commonwealth of Virginia**. The agreements allow the non-credentialed MMAC Qualified applicants to deliver patient care under the supervision of a physician or designated Registered Nurse. The MMAC-Qualified applicants are expected continue their

medical education and obtain civilian healthcare credentials while employed at the MMAC Partner Healthcare Systems.

The MMAC Partner Healthcare Systems:

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|--------------------------------------|--|
| ✓ Bon Secours Virginia Health System | ✓ NOVANT Health/UVA Health |
| ✓ Capital Area Pediatrics | ✓ ORTHO Virginia |
| ✓ Centra Health | ✓ Mary Washington Healthcare |
| ✓ Chesapeake Regional Healthcare | ✓ Riverside Health System |
| ✓ Carilion Clinic | ✓ Sentara Health System |
| ✓ Eastern Virginia Medical Scholl | ✓ Virginia Dep of Corrections |
| ✓ Fort Norfolk Medical Plaza | ☐ Virginia Department of Behavioral Health and Developmental Services (4 Facilities) |
| ✓ INOVA | |
| ✓ Health Corporation of America | |
| ✓ VCU Health | |
| ✓ The National Neuropathy Center | ✓ Kaiser Permanente |
| ✓ Velocity Health | |

6. Who does the service area/program serve (i.e. who are the customers)?

V3: Serves Virginia employers, Veterans and military families.

V3 Transition: Serves all service members, Veterans and their families to stay, work and thrive in Virginia. The V3 Transition Program has a primary focus on service members that are 24 months pre/post-military separation but will serve any military community member seeking assistance to include military spouses, National Guard members, and Reservists from all service branches.

MMAC: Active duty transitioning service members, veterans, and their spouses with medical training and backgrounds. For the MMAC Qualified Pathway, the primary target group is Army Medics, Navy Corpsmen, and Air Force Medical Technicians no longer than 12 months post-discharge.

Employers with current or future hiring needs in the Commonwealth of Virginia are the clients of this service line.

7. How is the service/program delivered?

V3: The Virginia Values Veterans Program delivers core curriculum training both in person and virtually at least once per month. Regional Program Managers maintain employer engagement, support and interface with employers in order to understand their business needs as it relates to

Virginia's military community. V3 Regional Program Managers provide connection to the Virginia military community and the V3 Transition Program who work directly with transitioning service members on a daily basis. The V3 Program also assists employers to connect with Skillbridge and navigate GI Bill approval for on the job training and apprenticeships in conjunction with VDVS Education directorate.

V3 Transition: Services are delivered individually to transitioning service members and their spouses, through workshops and professional development events in collaboration with military installation transition offices and regional partners, and participation within regional and statewide workgroups and committees with a military affairs focus. The V3 Transition Program has developed a refined network of employers and other resources that have made a commitment to our transitioning service members and their spouses. Through that network, V3 Transition partners offer multiple connection points with those seeking employment through networking events, job fairs, hiring events, and electronic communications promoting jobs and events.

MMAC: The MMAC Program taps a worldwide pool of Veterans and Transitioning Service Members with direct healthcare experience or those wishing to apply their military experience and education in the healthcare field. Essentially, the MMAC Program serves as a worldwide extension of a healthcare system's HR talent acquisition team.

Potential employment opportunities for MMAC Program applicants are curated by MMAC staff from the on-line career portals at the MMAC Partner Healthcare Systems and V3 healthcare employers. The applicant is matched by MMAC staff to identified job opportunities and the residential region requested by the applicant. An employment application is then submitted by the MMAC Applicant. The MMAC team then connects with the established HR point of contact at the MMAC Partner Healthcare System/V3 Employer to advocate and share the applicant's background and resume. The employers determine the hiring decisions, the scope of practice, and the education and credentialing timeline. Weekly messages are sent via Constant Contact to MMAC Applicants and Partner Healthcare System to follow up on applicant hiring status.

Total Hires in The Four MMAC Pathways Since First Veteran Hired in February 2017

- Total Hires: 470
- MMAC-Qualified: 160
- No Veteran Left Behind: 203
- Leadership: 95
- Military Spouses: 12

Cumulative Hires as of July 19, 2022

The bottom line: Almost anywhere in the Commonwealth an MMAC Applicant would like to live or work, thanks to the MMAC Program there is likely an employment opportunity waiting.

8. How does delivering the service/program help Virginia's veterans?

Transition and Employment Directorate (V3, V3T, MMAC): Virginia's veterans and their families face a myriad of challenges as they make the transition from military to civilian life. Navigating the "sea of goodwill," adjusting culturally from military to civilian life, translating military skills and experience to civilian workforce demand, the perceived loss of stature and/or identity, developing professional networks, and identifying community support to address their unique situations are among them.

Over 200,000 service members and their families make the transition from military to civilian life annually. FY21 military separations data projections from the Department of Defense places the number of transitioning military in Virginia at over 21,000 service members*. Conservative estimates point to, at a minimum, a solid one-third of these service members remaining in Virginia. VTAP's and MMAC's holistic approach to providing transition assistance provides transitioning service members clarity, a sense of direction, renewed purpose, confidence, and a strategic plan to pursue career goals and effectively manage the quality of life concerns.

By providing direct services to transitioning military, recently separated veterans, and military spouses, Virginia's veterans and their families are better educated, equipped, and empowered to pursue and achieve success as they define it. Direct services provided include conducting referrals to vetted resource and direct assistance providers, planning and executing events focused on workforce development, and building and maintaining both pre-existing and new relationships with the public and private sectors. Military installation commanders within Virginia can be assured that a port of entry into Virginia's unique suite of programs, services, and resources exists to assist military families with firmly anchoring themselves for the next leg of their life journeys. **Data provided by the Military-Civilian Transition Office of the Defense Human Resources Activity – U.S. Department of Defense*

9. By helping the veteran, how does it help the Commonwealth?

Transition and Employment Directorate (V3, V3T, MMAC): Teams are actively managing on-going efforts to increase the number of veterans connected to their earned benefits, hired by Virginia employers, credentialed or certified in high demand industries in their respective region. The ultimate goal of the Virginia Department of Veterans Services is to make Virginia the best state in the nation for Veterans to live, work and raise a family. Gainfully employed veterans and military spouses positively impact Virginia's economy by expanding the Commonwealth's tax base, purchasing homes, participating in leisure and tourism activities, and attending community colleges and universities. Support of veteran entrepreneurs also creates additional employment opportunities for Virginia's residents as the state is heavily concentrated in defense-base industries.

With incidents of veteran suicide, anxiety, and depression on the rise, gainful and meaningful employment, connections to statewide, regional, and community resources to address these challenges lessen the probability of these occurrences and provides a foundation for affected veterans to move forward. These functions of V3 and MMAC all work together to produce the effect of stabilizing military families, strengthening the communities in which they live, and increasing the safety and prosperity of all Virginia residents.

With V3 and MMAC's ability to provide direct referrals of employment-ready veterans to employers, facilitate free recruitment events, and market employment vacancies in all regions of the state, Virginia's employers reduce recruiting costs and commit resources to develop their employees and growing their businesses.

MMAC: The unique and measurable aspect of the MMAC Program is that it not only keeps veterans in Virginia but it draws veterans, transitioning service members, and their spouses from across the globe to come to live and work in the Commonwealth. No other state in the nation offers Medics and Corpsmen the opportunity to temporarily waive the civilian healthcare credentials required for employment while in school to receive those credentials. The veterans hired in healthcare via MMAC directly contribute to the state and local tax base, economy, and community as a whole.

The MMAC Program has actively developed new relationships with major hospital systems to provide an additional solution to their staffing needs. The MMAC Program fosters a new awareness and appreciation of veterans and what they offer the healthcare workplace. It has established a positive reputation, strong public-private relationships, and tangible employment results. These current and future outcomes are built on a solid foundation of relationships, responsiveness, and robust veteran and healthcare employer support.

Each MMAC Applicant hired is estimated to generate at least:

State:	\$2,275 in state tax revenue
State/Local:	\$467 in sales tax revenue
Local:	<u>\$1,928</u> in local tax revenue
Total:	\$4,670

Data Source: JLARC 2018 Report: "Virginia Compared to Other States"

As of 19 July 2022 – 470 MMAC hires generated \$2,194,900 in total revenue.

On average, Healthcare Systems spend \$4,129 in recruitment costs per hire. MMAC assists to cut down on this cost by performing essential talent acquisition functions such as pre-employment screening, assessment, position matching and referral, professional resume design, employer marketing, promotion and co-branding. Feedback from MMAC Partner Healthcare Systems suggested that partnering with MMAC reduced their cost for MMAC Hires by 50%.

50% of their cost per hire of \$4,129 = \$2,064.

\$2,064 x 470 MMAC hires =
an estimated \$970,080 cost savings to MMAC Partner Health Systems

10. What is the statutory authority for the service area/program?

V3 and V3 Transition: VDVS proposals for the 2022 Virginia state legislative sessions support the inclusion of the V3 Transition program's statutory authority is derived from the Code of Virginia, under § 2.2-2001.2. *Initiatives to reduce unemployment among veterans.*

"A. The Department shall develop a comprehensive program to reduce unemployment among veterans by assisting businesses to attract, hire, train, and retain veterans. Such program shall promote strategies for connecting employers to qualified veterans and include (i) a workforce assessment and training program for participating employers and (ii) a certification process for participating employers with the objective of setting measurable goals for hiring and retaining veterans.

B. All agencies in the executive branch of state government and all public institutions of higher education shall, to the maximum extent possible, be certified in accordance with this section. Such agencies and institutions may request a certification waiver from the Governor if they can demonstrate that (i) the certification is in conflict with the organization's operating directives or (ii) they have in place an alternative program that meets the requirements of this section.

C. The Department shall take steps to promote awareness among veterans of the acceptance by the regulatory boards within the Department of Professional and Occupational Regulation, the Department of Health Professions, or any board named in Title 54.1 pursuant to § 54.1-118 of the military training, education, or experience of a service member honorably discharged from active military service in the Armed Forces of the United States, to the extent that such training, education, or experience is substantially equivalent to the requirements established by law and regulations of the respective board for the issuance of any license, permit, certificate, or other document, however styled or denominated, required for the practice of any business, profession, or occupation in the Commonwealth.

D. The Department shall develop a comprehensive program to assist military service members, veterans, and their spouses in making a successful transition from military to civilian life in Virginia. The program shall promote strategies and services for connecting transitioning service members, veterans, and spouses to local, regional, state, and federal employment resources in Virginia, including (i) skills and workforce assessments and (ii) internship and apprenticeship programs. Such program shall prioritize assistance to military service members, veterans, and their spouses who (a) have not sought services under any program authorized under the federal Wagner-Peyser Act, 29 U.S.C. § 49 et seq., and available through the Virginia Employment

Commission and (b) are not eligible for job counseling, training, and placement services for veterans and spouses under 38 U.S.C. § 4101 et seq.”

MMAC: *Code of Virginia § 2.2-2001.4. C. “Military medical personnel may practice and perform certain delegated acts that constitute the practice of medicine or nursing under the supervision of a physician or podiatrist, a Chief Medical Officer/Director or their designee who holds an active, unrestricted license in Virginia. Such activities shall reflect the level of training and experience of the military medical personnel. The supervising physician or podiatrist shall retain responsibility for the care of the patient.”*

11. Where do the resources for the service area/program come from (general fund, non-general fund, donations, etc.?)

V3/MMAC: General Funds, appropriated for the Veterans Education, Training, and Employment (VETE) directorate, provides all funding for costs related to V3 and MMAC and their respective staff. Additional non general funding is provided via the Veterans Services Foundation and the Dominion Energy Charity Classic.

12. How has COVID-19 impacted the delivery of services? What service adaptations have been made or are planned?

V3 and V3 Transition: Prior to COVID-19, V3’s Regional Transition Coordinators maintained a physical presence on Virginia’s major military installations, throughout the state, and with regional partners to deliver workshops, presentations, and peer-to-peer support to active duty service members and military spouses. Social media and email campaigns supported our outreach efforts and provided additional mediums for maintaining relationships, following up with V3 clients, and marketing events hosted by V3 and our regional collaborators. COVID-19 all but eliminated in-person collaborations and service delivery. Although this trend has started to abate, the ability to directly address large audiences of active duty service members, access to military installation events, and collaborations with regional partners at their locations have been negatively impacted.

These outreach efforts served as the primary catalysts for generating inquiries into V3 and VDVS programs targeting retiring and separating service members. Military transition assistance programs, pre-separation briefings, and Capstone events have adopted virtual formats to provide their services, the vast majority of military installations have curbed access for non-essential personnel, and regional partners have been slow to regain facility capacity and public access levels in existence prior to the COVID-19 pandemic.

V3 has adapted to COVID-19 protections by adopting virtual delivery mechanisms for its office hours previously held on military installations, VDVS presentations, and workforce development

workshops hosted alongside regional partners. V3 is also focusing additional efforts on maintaining existing relationships with military installations and regional partners via phone, email, and social media, and leveraging existing relationships to develop new relationships with organizations in the military transition, employment, and family support space. Collaborative efforts are underway between V3 and the T&E directorate's communication team to develop marketing strategies for spreading awareness of VDVS service lines and V3. V3 is also actively pursuing partnerships with the Virginia Department of Human Resource Management (DHRM) and the United States Office of Personnel Management (OPM) to develop additional pipelines of military talent into those organizations. The prestige and abundance of opportunities represented by these organizations will serve as additional avenues of employment for the military community and generate activity within V3.

MMAC: In general, the core daily functions and operations of the MMAC Program have not been substantially impacted by the COVID-19 Pandemic. In fact, this crisis has been the catalyst for new partnerships and veteran employment opportunities. In the initial phase of the outbreak, as a cost-cutting move most healthcare systems froze hiring, and laid off or reassigned staff. This negatively impacted our hiring numbers and communication with hospital talent acquisition and clinical staff. MMAC is seeing a gradual change in this trend. However, presentations, meetings and client/hospital face-to-face interaction moved to a virtual format.

The MMAC Information Brief Series started at Norfolk Naval Base and Fort Belvoir, as well as one planned for Fort Bragg have been temporality suspended. MMAC is exploring the delivery of the briefings on a virtual platform. MMAC staff and MMAC Partner Healthcare Systems are participating in the US Chamber Foundation/VDVS virtual "Hire Vets Now" hiring events.

With all of this being said, the Transition and Employment Directorate has largely reembraced in person events in 2022 while also maintaining some of the virtual aspects that seem to serve our constituents and stakeholders well. The best of both worlds could be a simple way to describe the current 2022 posture.

An example of getting back to in person service delivery is the Hire Vets Now Networking Events that are held on military installations across the state in partnership with the Virginia Chamber of Commerce.

Between 1 January 2022 and 1 July 2022, there were 12 Hire Vets Now Networking Events held on 5 different military installations service over 1,000 service members and military spouses and helping them to connect to over 270 V3 certified employers and resource providers.

13. What are the biggest challenges facing the service area/program at present?

V3 and V3 Transition: Outreach is key to our success. Being able to articulate the Value of the V3 program to employers and the ability to connect early and often with transitioning service members and their families is paramount. This can be challenging as there are many Veteran organization and being the Virginia Department of Veterans Services, we are often confused with the VA.

A common pain point for all programs is maintaining up to date point of contacts. We manage the relationships of over 2,000 V3 Certified employers, and thousands of other key points of contact throughout the Commonwealth and across the country. We operate in small teams which makes it challenging to keep up with ever changing POCs. We are formalizing partnerships with other organizations that have the same issue in hopes that we will be able to assist one another to keep up to date contacts.

14. What strategic opportunities are there for the future?

V3 and V3 Transition 2022 Priorities, Goals and Strategy:

- **Hire Vets Now Networking Events** – Continuing and building. 23 total in CY 2022 held on 5 different installations with direct engagement to our target TSM audience and direct engagement with our most active V3 Certified Employers
- **Transition Connection Newsletter** – Continuing and building. Outreach and open communication with Virginia’s military community, nearly 10,000 on email list
- **Boots 2 Suits** – Continuing and building – streamlining process, increased promotion, improving data collection
- **Hire Vets Now Fellowship/Skillbridge** – Continuing and building. Expand Skillbridge with V3 Certified employers and to allocate resources and administrative efforts to build out the initiative and fulfil its potential – create a central Virginia hub for all things Skillbridge so that the information can be easily accessed by both employers and service members
- **Welcome Home Letters** – Continuing welcome home letter delivery based on DMDC data and expanding use of data to deliver more value to service members and stakeholders
- **Consolidating Data Streams** – to get a complete, combined, comprehensive list of Veterans, TSMs, military families. List of data streams that need to be combined and cleaned
 - DMDC data
 - DMV data
 - Existing contact information on eNEWS and Transition Connection
 - Existing client data in ZOHO (client management system)

- Boots 2 Suits data
- Strategic partner data
- **Exploring Industry Sector Events** – working with the education directorate to bring industry experts, education experts and service members and families together in one place to focus on entry into specific industries and career and education pathways. First event of this nature scheduled for May, 2022 and will focus on Manufacturing. If successful, could serve as a model for future industry focused events
- **Aggressively Grow Number of New V3 Certified Employers** – focus on partners and employer target lists –
 - Virginia Chamber
 - Small Disabled Veteran Owned Businesses that are not V3C – merging applications for SDVOB and V3 enrollment
 - Employers that have GI Bill Approved OJT/Apprentice that are not yet V3 Certified
 - Local Chambers and Workforce Boards – certifying them and then using as an outreach force multiplier
- **Building and Formalizing Strategic Partners and Force Multipliers**
 - Identify and formalize partnerships that will expand VDVS reach and services in order to provide greater support to Virginia Veterans and military families.
 - Identify any areas that are not well covered by VDVS or areas where VDVS is not able to provide high level direct service or needs supplemental partner support.
 - Review and identify commonalities in current partner MOUs, create a standard for formal partnerships, identify VDVS needs from partners and value it can offer, and streamline the partnership development process.
 - Entering formal partnerships and agreements with the Chamber and other organizations in order to strengthen our value proposal.
 - Ensure all partnerships result in tracking and providing service and referral client outcome data
- Reimagined programs and processes - **V3 2.0**
 - Alignment of Services
 - Return on investment for military community, employers, stakeholders and strategic partners
 - Ease of use

- Improved technology and digital hubs for resource and employer connection
- Improved user friendly referral system

MMAC: is able to expand to new types of healthcare facilities based on a recent change in legislative language. This will allow more healthcare related employers to participate in MMAC and enter into an MMAC MOA to become an MMAC Partner Healthcare System.

A larger pool of MMAC Partner Healthcare Systems offers a wider range of veteran employment opportunities and augments healthcare staffing in a greater number and type of healthcare facilities. This is especially helpful with the DVS/MMAC/healthcare system response to the COVID-19 Pandemic.

With this change the program can expand the MMAC Program to Urgent Care Centers, Dialysis Centers, specialty surgical practices, and non-profit community clinics. This change will also expand the number of available employment locations where the MMAC applicant lives or may potentially wish to reside.

This legislation would help boost employment among veterans, generate tax revenue, and offset healthcare staffing costs, all while supporting healthcare staffing needs throughout the Commonwealth.

MMAC has also created additional pathways to employment for former military medical personnel. Not everyone who applies to be part of the MMAC program meets the legislative and regulatory requirements to be considered “MMAC-Qualified” and practice advanced clinical skills without civilian credentials. MMAC is now permitted to assist all veterans who apply to the MMAC program to find pathways to employment in the Virginia healthcare sector regardless of their backgrounds or experience. The proposed legislation will more fully utilize the relationships and network of healthcare employers that the MMAC program has built over the past four years.

15. What else do you want the Board to know about this service area?

Assistance with promoting our V3, V3 Transition and MMAC Programs would be most helpful.

V3: We want to drive employers to enroll, train, and become V3 Certified. They can do those things here - <https://dsvsv3.com/>

We also want to increase the amount of funding we can provide small and medium sized businesses through the V3 Employment Grant. Currently we are able to provide \$1,000 per Veteran hired and retained for at least 1 year and we can provide this up to \$10,000 per employer with a top line allocation of \$100,000 per fiscal year. We are currently proposing \$5,000 per Veteran and up to \$25,000 per employer with a top line allocation of \$500,000 per fiscal year.

V3 Transition: We want transitioning service members and their families to know that we have dedicated, regionally based transition coordinators that are subject matter experts in employment services, ready to assist and connect service members with VDVS benefits and resources as well as employment and education opportunities. Transition Coordinators are certified resume writers and career coaches and can connect service members with our growing list of over 2,000 V3 Certified Employers. Veterans and military families can set up an appointment with the V3 Transition team and any of the VDVS service lines by requesting an appointment here - <https://www.dvs.virginia.gov/request-an-appointment>

The V3 Transition team conducts the majority of the community outreach that occurs in the Transition and Employment Directorate as they are charged with connecting with transitioning service members and bringing them into VDVS benefits and services. They provide outreach in a variety of ways.

The members of V3T utilize their personal networks of professionals, transition specialists, recruiters, hiring manager, VSO representatives, veterans, military spouses, and mentors to increase the reach of the V3T program. The utilization of social media, specifically LinkedIn, affords the Transition Coordinator the opportunity to immediately connect the Transitioning Service Member, military spouse, or veteran with resources and powerful connections that will help the client during their transition.

V3T Transition Coordinators routinely engage in virtual and in-person engagement with regional and nationwide organizations, receive invitations to be the keynote speaker or subject matter expert on issues such as resume writing and tailoring, networking and relationship-building, preparing for civilian interviews, navigating the “sea of goodwill”, and understanding civilian pay and salary negotiation. Additionally, V3T creates new initiatives aimed at maximizing the TSMs’, veterans’ or military spouses’ exposure to individuals in the civilian workforce that can help them be successful in their career pivot. For all of the following initiatives, clients are encouraged to connect with each other to provide support during the stressful transition process. Some examples of these initiatives include:

1. Talent Tuesday- this initiative by the V3T NOVA team, highlights clients from the previous week, those who are available to start work immediately or those who have successfully found civilian employment. For each client, their clearance level, military-affiliation, location, date of availability, degree and certifications and desired roles are listed. Additionally, “dream” companies to work for are listed and “tagged”. Finally, an average of 200 recruiters, hiring managers, veteran advocates, and mentors are tagged in the post for maximum reach.

An average of 7 clients are highlighted each week, with an average of 3000 views in 24-hours. LinkedIn provides a breakdown of the views by company, occupation, and location. The top results include (each in descending order):

- a. Location: Washington DC Baltimore Metro Area, Hampton Roads, Dallas Ft Worth, TX

- b. Occupation: Recruiter, Military Officer, Human Resource Specialist
 - c. Company: US Army, Air Force, Navy
2. Coffee Hour- this virtual initiative, started by the Central V3T Transition Coordinator invites transitioning service members, military spouses, and veterans to engage in a candid discussion about transition. The event is structured in a way that attendees can “break-off” into private rooms for discussions on employment, VA claims, resource identification, relationship-building, Skillbridge and training opportunities, and self-care issues.
 3. The Transition Debacle- this audio-only initiative, started by the Central V3T Transition Assistance Coordinator, is focused on a single topic relevant to transition. The host invites experts as well as novice attendees to “come on stage” to discuss their questions, concerns, hurdles, and accomplishments with the topic at hand. In the most recent event, focused on the value of Skillbridge and the Hire Vets Now Fellowship Program, had an average of 65 attendees.
 4. Making LinkedIn Work for You workshop- this initiative, started by a V3T Transition Assistance Coordinator in NOVA, is a virtual workshop designed to help the attendees understand networking and the career-pivot tools available to them. The curriculum and presentation was created with input from Recruiting Sourcers, Recruiters, transitioning service members and spouses as well as Transition Specialists to address the most common issues with networking and the civilian career pivot. An average of 15 attendees receive training on the following topics, live, real-time advice from a networking expert, a follow-up email with additional tools to help the attendee implement new skills, as well as any additional transition-related information they requested and any referrals to sister service lines, within VDVS the client requested.
 - a. Profile optimization (how to use each section of the professional networking platform to the attendees’ advantage).
 - b. Understanding networking and how to build relationships.
 - c. Creating a personal brand.
 - d. Using tools such as Resume Builder, Interview preparation, LinkedIn Learning, Skills Assessment, Salary and Keyword check to create a career-pivot strategy that is intentional and will reduce the stress of the job search by bringing the recruiters to the attendee.
 - e. Using the LinkedIn Algorithm to the attendees’ advantage.

Using creativity to set the attendee apart, make a great impression, and “humanize” the resume.

Military Medics and Corpsmen (MMAC) Program: We want service members across the country to know that we provide employment pathways to medically trained transitioning service members here in Virginia with a unique and innovative program. Learn about the MMAC Program and apply to the program here - <https://www.dvs.virginia.gov/education-employment/military-medics-corpsmen-mmact-program>